



The Effect of Emotional Intelligence on Organizational Citizenship Behavior With Leader Member Exchange and Employee Engagement as Mediation Variables at the Bank Nagari Cabang Utama Padang

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Abstract. The purpose of this study is to analyze the effect of emotional intelligence on organizational citizenship behavior through leader member exchange and employee engagement as mediating variables at Bank Nagari Main Branch Padang. This research is causal research. The population in this study were all employees of Bank Nagari Main Branch Padang totaling 181 employees. The number of samples was determined using the Slovin formula with a sample size of 178 employees who were taken using proportional cluster random sampling. Collecting data using a questionnaire with a Likert scale. The analysis technique used is SEM with AMOS 22 software. The results show that emotional intelligence has a positive and significant effect on leader member exchange, emotional intelligence has a positive and significant effect on employee engagement, emotional intelligence has a positive and significant effect on organizational citizenship behavior, leader member exchange positive and significant effect on organizational citizenship behavior, employee engagement has a positive and significant effect on organizational citizenship behavior, leader member exchange partially mediates and significant influence between leader member exchange on organizational citizenship behavior, employee engagement partially mediates and significant influence between leader member exchange on organizational citizenship behavior.

Keywords: organizational citizenship behavior · emotional intelligence · leader member exchange · employee engagement

1 Introduction

The company will be success if in running its business involve the human resource (HR) factor which is used as one of the most valuable assets for the company. In accordance with this year's PICEEBA theme, namely "a leap into the future: seizing opportunities in the fields of education, economy, and business" this article explains how important organizational citizenship behavior is to be able to become a stepping stone for companies to be able to master the business field in the future by how to excel its human resources to

have high organizational citizenship behavior while working in the company. In today's dynamic world of work, employee flexibility is very important because tasks are increasingly being done in teams. Businessman want their employees for willing to perform task not used in their job descriptions.

The behavior of employees in doing work is very diverse. This is as stated by Organ (1988) in Khan and Malik (2017) who stated that he had divided the employee's behavior into two things, they are in role and extra role behavior. This study, a harmonious relationship between the leadership and subordinates as well as between employees must be created within the organization. Organizational Citizenship Behavior is the behavior from employees who want do the work outside their job description or responsibilities. For this reason, it is very necessary for employees who have high OCB to be able to achieve organizational goals optimally. Ocampo et al., (2018) stated that OCB has an important role to increase the organizational effectiveness of the employee's behavior. Furthermore, Saks (2019) stated that OCB should be made an important thing to be considered by company leaders because it will be improve quality of work life and increase productivity and can create a conducive working atmosphere in the workspace. Based on a statement that states how important OCB behavior must be in a company, the researcher is interested in examining how OCB behavior exists in employees of Bank Nagari Cabang utama Padang.

Some factors that can shape OCB is emotional intelligence (EI). Miao et al, (2018) stated that EI is some traits and skills that greatly influences OCB behavior. Goleman et al., (2008) In Miao et al., (2018) said that someone who has high emotional intelligence (EI) will have high empathy and tend to do pro-social work in the work environment and of course it will have an impact on effectiveness. work.

Khan and Malik (2017) state that the better the leader member exchange (LMX) or the quality from the relationship created between superiors and employees, the more employees have OCB behavior or work behavior that is willing to do work outside of their responsibilities. Bhal (2006) also mentions which LMX has a positive significant relationship with OCB, which means that if the quality of the relationship between superiors and subordinates is maintained and good, the employee will have good OCB behavior as well. LMX can also as mediate for the effect of emotional intelligence (EI) on OCB as described by Lee et al. (2018) which states that LMX is used as a mediator that connects emotional intelligence (EI) with OCB, job satisfaction, job performance.,

Employee engagement (EE) can also influence OCB behavior. According to Dubin (1976) in Rana et al. (2014) states that OCB is influenced by the employee's sense of attachment to the task he is doing or commonly referred to as employee engagement (EE). Shukla et al., (2013) say that employee engagement (EE) is also used as a mediator for the effect of emotional intelligence (EI) to OCB.

This research analyzes the mediation role of LMX and EE on the effect of EI on OCB in Bank Nagari Cabang Utama Padang, the following research questions are formulated: (1) How does emotional intelligence affect the leader member exchange at Bank Nagari Cabang Utama Padang?, (2) How does emotional intelligence affect employee engagement at Bank Nagari Cabang Utama Padang?, (3) How does emotional intelligence affect organizational citizenship behavior at Bank Nagari Cabang Utama Padang? (4) How is the effect of leader member exchange on organizational citizenship behavior at Bank

Nagari Cabang Utama Padang?, (5) How is the influence of EE on OCB at Bank Nagari Cabang Utama Padang? (6) How does EI affect OCB with LMX as a mediator at Bank Nagari Cabang Utama Padang?, (7) How does emotional intelligence influence OCB with employee engagement as a mediator at Bank Nagari Cabang Utama Padang?

2 Literature Review

2.1 Theory of Social Cognitive

This theory by Bandura (1986) which is a development of theory of social learning that provides a framework for understanding, predicting, and human behavior. Bandura (2012) asserts that human function is described in a model of the relationship between three components (triadic relationship), in which behavior (B), person/cognition (P), and environment (E) work in dynamic interactions. Based on social cognitive theory, humans make observations of the environment in which they are located, through these observations there is a (cognitive) thought process caused by that person's behavior.

2.2 Organizational Citizenship Behavior (OCB)

Podsakoff et al. (2000) stated that OCB is an behavior of employee that is not formally included in the employee's job description but does work outside of his responsibilities which indicates the organization is functioning well and the performance of the organization is increasing. Zellar and Tepper (2016) state that organizational practices that create a sense of satisfaction for their employees will create more responsibility for the employee to repay the organization's gifts. So it can be concluded that OCB is a sense of more responsibility that arises from within employees to want to work outside their job descriptions without expecting more rewards for what is done so as to increase effectiveness in work. The indicator measuring OCB in this study refers to the opinion of Organ et al., (2006) which are conscientiousness, sportsmanship, civic virtue, courtesy and altruism.

2.3 Emotional Intelligence (EI)

Employees who have low emotional intelligence will appear to be less able to limit their negative emotions due to negative work experiences and are therefore more likely to react aggressively and respond in other inappropriate ways that can cause harm to the organization or other employees in the workplace (Quebbeman and Rozell, 2002). So it can be concluded that EI is the intelligence for identify, understand, use, and manage emotions positively to control stress, empathize with others, communicate effectively, overcome challenges, and handle conflicts in everyday life. The EI dimensions used in this study are based on the EI dimensions proposed by Wong & Law (2002), namely: self emotional appraisal (SEA), others emotional appraisal (OEA), use of emotion (UOE), and the last is regulation of emotions (ROE).

2.4 Leader Member Exchange (LMX)

According to Robbins and Judge (2015: 257) LMX is a statement that proposes the creation of a leader inside or outside the group within the organization, where the people in the group consist of people who excel and have high productivity and enthusiasm for work, low job rotation rate but high job satisfaction. Bhal (2006) states that the nature of the Leader Member Exchange indicates a leader interacts differently with his subordinates which will have an impact on the performance of each employee. Indicators of LMX According to Graen and Uhl-Bein (1995) there are 3 dimensions that can be measured, namely respect, trust, and obligation according to Liden and Maslyn (1998) there are 4 indicators that can be measured, namely affect, loyalty, and contribution.

2.5 Employee Engagement (EE)

Khan and Malik (1990) in Saks (2006) define engagement as an employee's obligation to repay the organization's gifts to him by binding himself to the work of the role he was carrying at that time, they will contribute to his work at the company. Meanwhile, according to Anitha j (2014) EE is one level of commitment from employees in doing their work. The indicators used to measure are based on the opinion of Schaufeli and Bakker (2004), namely vigor, dedication, absorption.

This research, the authors want to explain relationship between emotional intelligence, leader member exchange, employee engagement and organizational citizenship behavior. One of factors that influence OCB is emotional intelligence (EI) because someone who has a high EI will be more likely to have organizational citizenship behavior. LMX is also one of the factors that affect employee OCB. And another factor that influences OCB is employee engagement (EE). The higher the EE level of a worker, the better he or she will be at work and do a good job. Based on this description, Fig. 1 describes the conceptual framework of this research.

From the conceptual framework, The following is the formulation of the hypothesis for this research:

H1: Emotional intelligence has significant positive effect on the leader member exchange

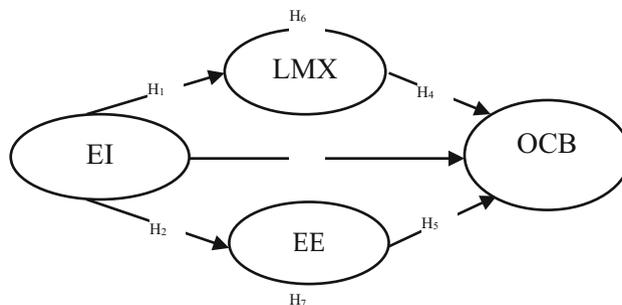


Fig. 1. Conceptual Framework

- H2: Emotional intelligence has significant positive effect on employee engagement
- H3: Emotional intelligence has significant positive effect on organizational citizenship behavior
- H4: Leader member exchange has significant positive effect on organizational citizenship behavior
- H5: Employee engagement has significant positive effect on organizational citizenship behavior
- H6: Leader member exchange as mediator for the effect of emotional intelligence on organizational citizenship behavior
- H7: Employee engagement as mediator for the effect of emotional intelligence on organizational citizenship behavior

3 Method

Population for this research was all employees at Bank Nagari Cabang Utama Padang totaling 181 people. The total of samples was created by using the Slovin formula with error tolerance limit is 1%, obtained a sample of 178 people. Furthermore, collection data was carried out by use questionnaire with a Likert scale, then analyzed using SEM analysis software AMOS 22. AMOS SEM analysis in this research was carry out use two step approach. First stage is to create a CFA (confirmatory factor analysis) model for each construct until it is accepted. Then make a structural model of the research.

4 Results

4.1 Respondent Characteristics Description

Table 1 describes the respondents based on gender, age, marital status, education and years of service of employees of Bank Nagari Main Branch Padang.

Based on the data as shown in Table 1, it can be seen the dominant gender is female employees, namely 125 people (70.2%). Dominant age 30–35 years (34.8%). The marital status of employees is 117 people who are married (65.7%), while for the latest education S1 employees are dominated by 128 people (71.9%) and for the length of work it is dominated by employees who work 6 to 10 years with a total of 78 people (43.8%).

4.2 Description of Variables Research

Variable organizational citizenship behavior obtained an average about 4.12 with TCR value about 82.35%. This total mean score and achievement rate figure shows organizational citizenship behavior Bank Nagari Cabang Utama Padang was good category. The highest average is the conscientiousness dimension, with a value of 4.27 and an achievement rate of 85.33%, this figure is in the category good. Courtesy is declared good with an average value of 4.21 and an achievement rate of 84.18%. altruism based on average score and TCR concluded organizational citizenship behavior declared good, with a value of 4.16 and an achievement rate of 83.15% sportsmanship with a mean value of 3.98 and a respondent's level of achievement of 79.62%, this figure is in the fairly

Table 1. Respondents Characteristics

Respondent	Frequency	Percent (%)
Gender		
Woman	125	70.2
Man	53	29.8
Age		
<30 Years	42	23.6
30–35 Years	62	34.8
36–40 Years	52	29.2
41–45 Years	15	8.4
46–50 Years	4	2.2
>50 Years	3	1.7
Marital status		
Married	117	65.7
Not married yet	61	34.3
Last education		
High school	21	11.8
Diploma	12	6.7
S1	128	71.9
S2	17	9.6
Length of work		
1–5 Years	42	23.6
6–10 Years	78	43.8
11–15 Years	42	23.6
>16 Years	16	9.0

good category. And the lowest average is in the civic virtue dimension with a value of 3.97 and the respondent's level of achievement is 79.47%, this figure is in the fairly good category.

Variable emotional intelligence obtained an average about 3.31 with TCR value about 82.75%. The total average and TCR value show that the emotional intelligence of Bank Nagari Cabang Utama Padang is in the category good. If we look at the average score of the first dimension, namely self emotional appraisal (SEA) has average with 4.12 and TCR value is 82.47%, it can be concluded that the dimension self emotional appraisal (SEA) good. Next dimension others emotional appraisal (OEA), based on the mean score and TCR was concluded that others emotional appraisal (OEA) declare good, with a value of 4.14 and TCR about 82.89. Dimensions use of emotion (UOE), declared good with a value of 4.15 and level of achievement 82.92. Dimension regulation of emotions

(ROE) based on mean score and TCR it can conclude that dimensions this last declare good with a value of 4.14 and level of achievement 82.72%

Based on the leader member exchange variable, an average score of 3.97 was obtained with achievement level of 79.43%. The total average and achievement level figures show the leader member exchange of Bank Nagari Cabang Utama Padang is good. If you look at the highest average score of each dimension variable leader member exchange, then dimension affect has the highest average about 4.17 and an achievement level of 83.43%, that figure is in the good category. Next dimension loyalty mean score and TCR explain leader member exchange declared good with a value of 4.13 and the level of achievement of 82.64%, then the dimension of obligation with an average of 3.96 and the level of achievement of 79.14% which are in the fairly good category, then the respect dimension with an average of 3.92 and the level of achievement of 78.37% which are in the fairly good category, then the professional respect dimension with an average of 3.89 and the level of achievement of 77.89% which are in the fairly good category, then the trust dimension with an average of 3.89 and the level of achievement of 77.75% which are in the fairly good category, next, the lowest average of respondents is on the contribution dimension with a value of 3.81 and an achievement level of 73.84%, this figure is in the good category.

From employee engagement variable has average about 4.17 with an achievement level of 83.44%. This total mean score and achievement rate figure show employee engagement employees of Bank Nagari Cabang Utama Padang declared good. First vigor dimension has an average of 4.10 and level of achievement 81.97%, this figure is in the good category. Dimension next dedication, based on the average score and TCR it can be conclude that this indicator declare good with a value of 4.17 and the level of achievement 83.30. Dimension absorption has mean score and TCR it can be conclude that dimensions third declare good with a value of 4.25 and level of achievement 85.04%.

4.3 Test Requirements Using AMOS

4.3.1 Normality Test

To find out and assess the univariate and normal distribution, if the CR skewness and CR kurtosis values are between +2.58 and -2.58 (Ghozali, 2011), then the data can be said to have data distribution and is normal. From processing data has been done, it can see that the univariate kurtosis normality assessment should be in the range of +2.58 and -2.58. Therefore, the univariate distribution of data has followed the normal distribution of data. Likewise, multivariately, the multivariate cr value is 2.543 which is also in the range of +2.58 and -2.58, which means that the data distribution is normal.

4.3.2 Outlier Test

Evaluation of the outlier model will be fulfilled if the mahalanobis distance < chi square value. This research consists of 81 statement items. After calculating with the help of the Excel program, the chi square value is 126,082. This means that all data/results greater than 126.082 are multivariate outliers. Based on the data processing that has been done, the result is that the highest mahalanobis distance value is 121,374 which is smaller than

the chi square value of 126,082 so it can conclude that there is no multivariate outlier problem.

4.3.3 Multicollinearity Test

The multicollinearity test of a regression, it mean that there is no multicollinearity if VIF value is < 10 with tolerance value is > 0.10 . The emotional intelligence variable has a VIF value < 10 , namely $1.222 < 10$ and tolerance > 0.1 ($0.818 > 0.1$), so there is no multicollinearity. The leader member exchange variable has a VIF value < 10 , which is $1.512 < 10$ and tolerance > 0.1 ($0.662 > 0.1$), so there is no multicollinearity. The employee engagement variable has a VIF value < 10 , which is $1.725 < 10$ and tolerance $> 0,1$ ($0.580 > 0.1$) then there is no multicollinearity. From these three variables, it can conclude that in this model there is no symptom of multicollinearity.

4.3.4 Heteroscedasticity Test

Based on heteroscedasticity test result in this study, it can see that resulting points do not form a clear pattern, and the points also spread below and above the 0 line on the y axis, so the conclusion is that there is no heteroscedasticity problem in this research model.

4.4 Measurement Model

Validity was tested through the standardized loading factor contained in AMOS, where the indicator with the standardized loading factor > 0.5 . While reliability is seen from the value of construct reliability, the cut off value required is 0.70. In Table 2, you can see the results of the validity and reliability test.

From Table 2, it mean that the results of validity and reliability test of measurement model can meet required values of convergent validity and the indicators can also reflect their respective latent variables. All indicators have an estimated or standardized loading (SL) > 0.50 . In Table 2, it can also be seen that the construct reliability of each latent variable is 0.91 for the construct reliability of the LMX variable, 0.84 for the reliability of the EI variable, and 0.94 for the reliability of the EE variable and OCB variable which has a value of 0.93 for its reliability. All of these values have met the required value for construct reliability ($0.94 > 0.70$).

4.5 Structural Model

Structural model aims to determine the fit of the data model and test the relationship between variables that have been hypothesized. Based on results of data processing, it has been obtained that the initial structural model of the study still does not meet its respective cut-off values, so it can be said that the initial structural model does not fit and needs to be modified to find a fit model. Ghazali (2016) explains that improving a model can be done by paying attention to the value of modification indices. The modification indices value indicates a decrease in the chi square value if a certain indicator error is correlated

Table 2. Validity and Reliability Test Results

Variable	Indicator	Estimate	Construct Reliability
Leader member exchange	LMX4	0.799	0.91
	LMX8	0.713	
	LMX9	0.595	
	LMX10	0.863	
	LMX11	0.706	
	LMX12	0.825	
	LMX13	0.637	
	LMX14	0.584	
	LMX18	0.515	
	LMX19	0.584	
	LMX21	0.598	
	LMX22	0.552	
	LMX24	0.530	
Emotional intelligence	EI16	0.577	0.84
	EI15	0.640	
	EI14	0.554	
	EI13	0.513	
	EI12	0.536	
	EI11	0.682	
	EI10	0.552	
	EI9	0.536	
	EI8	0.576	
	EI7	0.650	
	EI6	0.617	
	EI4	0.546	
Employee engagement	EE17	0.804	0.94
	EE16	0.699	
	EE15	0.920	
	EE14	0.816	
	EE13	0.858	
	EE12	0.992	
	EE11	0.668	

(continued)

Table 2. (continued)

Variable	Indicator	Estimate	Construct Reliability
Organizational Citizenship behavior	EE10	0.605	0.93
	EE2	0.656	
	OCB1	0.535	
	OCB2	0.588	
	OCB3	0.640	
	OCB4	0.568	
	OCB5	0.549	
	OCB6	0.595	
	OCB7	0.500	
	OCB8	0.558	
	OCB10	0.594	
	OCB11	0.563	
	OCB12	0.626	
	OCB14	0.583	
	OCB15	0.646	
	OCB16	0.634	
	OCB17	0.637	
	OCB18	0.622	
	OCB19	0.755	
	OCB20	0.620	
	OCB21	0.588	
	OCB22	0.543	
	OCB23	0.662	
	OCB24	0.632	

with errors in other indicators according to the modification indices recommendations displayed by the AMOS output (Fig. 2).

Based on Table 3, it can see that many who has GOF criteria values have shown better fit because they have met their respective cut off values except for GOF criteria such as probability (0.000 with cut off > 0.05) and AGFI (0.813 with cut off). The off value is 0.90. However, once this structural model has been declared fit according to Hair, et al. (2019) which states that three to four goodness of fit (GOF) criteria are met, it has provided adequate evidence of model fit.

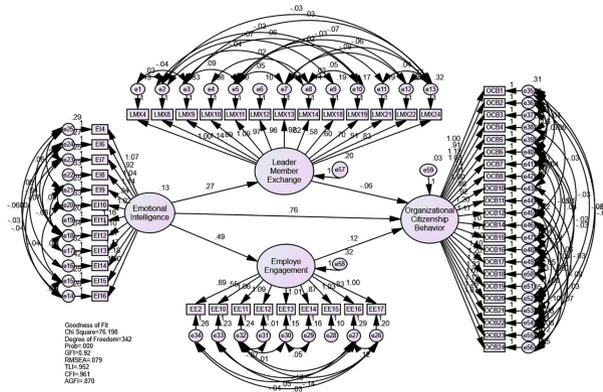


Fig. 2. Structural research model

Table 3. GOF Overall CFA Modification

GOF Criteria	Cut Off Value	Estimated results	Evaluation
Chi Square	Smaller	76,189	Better Fit
Degree of Freedom	2.00	342	Better Fit
Probability	>0.05	0.000	Marginal
GFI	0.90	0.92	Better Fit
RMSEA	<0.08	0.079	Better Fit
TLI	0.90	0.952	Better Fit
CFI	0.90	0.961	Better Fit
AGFI	0.90	0.870	Marginal

4.5.1 Direct Effect Hypothesis Testing

Testing this hypothesis done by analyze the value of critical ratio (cr) and probability (P). The required limit is 1.96 for CR value and 0.05 for the P value (Hair et al. 2019). If the results of processed data show the required value, then propose research hypothesis can accept (Table 4).

Testing hypothesis 1: the first hypothesis indicate that the emotional intelligence variable with leader member exchange has a critical ratio of 2.387, which means the value was greater than 1.96 and the resulting probability is 0.017 which was smaller than 0.05. This means that there is significant influence between EI and LMX. The estimated value is 0.281, which means that if emotional intelligence increases by 1 unit, it will increase the exchange of leader members by 0.281 times, it can conclude that the better emotional intelligence, the leader members exchange.

Testing hypothesis 2: the second hypothesis indicate that EI with EE shows a critical ratio of 3,637 which means that the value was greater than 1.96 and the resulting probability value is 0.000 (***) which is smaller than 0.05. These results mean that there is a

Table 4. Regression Weight Structural Model

Track			Estimate	critical ratio	P	Information
LMX	< ---	EI	0.281	2,387	0.017	significant
EE	<---	EI	0.570	3,637	***	significant
OCB	<---	EI	0.305	3.281	***	significant
OCB	<---	LMX	0.081	2013	0.044	significant
OCB	<---	EE	0.094	2,803	0.005	significant

significant effect between EI and EE. The estimated value is 0.570, which means that if EI increases by 1 unit, it will increase EE by 0.570 times, it can conclude that the better EI, the better EE will be.

Testing hypothesis 3: the third hypothesis indicate that EI with OCB shows a critical ratio of 3.281 which means that the value is greater than 1.96 and the resulting probability value is 0.000 (***) which is smaller than 0.05. These results mean that there is significant effect between EI and OCB. The estimated value is 0.305, which means that if EI increases by 1 unit, it will increase OCB by 0.305 times, it can conclude that the better EI will increase OCB.

Testing hypothesis 4: the fourth hypothesis indicate that the variable LMX with OCB shows a critical ratio of 2,013 which means that the value was greater than 1.96 and the resulting probability value is 0.044 which is smaller than 0.05. These results mean that there is a significant influence between LMX and OCB. The estimated value is 0.081, which means that if the leader member exchange increases by 1 unit, it will increase OCB by 0.081 times, it can be concluded that the better the leader member exchange, the better OCB will be.

Testing Hypothesis 5: the fifth hypothesis indicate that the variable employee engagement with organizational citizenship behavior shows a critical ratio of 2.803 which means that value is greater than 1.96 and the probability value is 0.005 which is smaller than 0.05. These results mean that there is significant effect between employee engagement and OCB. The estimated value is 0.094, which means that if employee engagement increases by 1 unit, it will increase OCB by 0.094 times, if the applied employee engagement is high, then the OCB is higher or better.

4.5.2 Indirect Effect Hypothesis Testing

Test The indirect effect is intended to determine the magnitude of the effect that is formed as a result of the combination of exogenous variables on endogenous variables mediated by mediators. Compare the value of the standardized direct effect with the standardized indirect effect is a way to see the mediating effect between exogenous variables and endogenous variables.

Table 5. Standardized effect

Hypothesis			Total Effect	Direct Effects	Indirect Effect	Significance
OCB	<---	EI	0.549	0.228	0.321	0.046

From Table 5, it can see that the result value for the direct effect of EI on OCB is 0.228, this is clearly smaller than the value generated for the indirect effect of EI on OCB, which is 0.321. so that the total effect produced is 0.549. while to see whether the mediation effect is significant or not, it can be seen in the Significance column generated by using the bootstrapping analysis tool on AMOS 22 which produces a significance value of 0.046. The value is smaller than 0.05 so it can conclude that the effect of EI on OCB has a significant mediating effect. The mediating effects referred to in this study are LMX and EE. Based on the explanation above, we can conclude that:

Testing Hypothesis 6: Based on the explanation from Table 5, hypothesis 6 which reads that leader member exchange mediates the effect of EI on OCB is declare significant or accepted. Furthermore, the mediating role performed by the leader member exchange is partial mediation (partially mediated) because the influence of emotional intelligence as an independent variable on mediation, namely the leader member exchange variable itself is significant and the influence of LMX on OCB as the dependent variable is also significant.

Testing Hypothesis 7: Based on the explanation from Table 5, hypothesis 7 which reads that employee engagement mediates the effect of EI on OCB is declared significant or accepted. Furthermore, for the mediation role performed by employee engagement is partial mediation (partially mediated) because the influence of emotional intelligence as an independent variable on mediation, namely the employee engagement variable itself is significant and the effect of EE on OCB as the dependent variable is also significant.

4.6 Discussion

This research states that EI has a significant positive effect to leader member exchange. This finding is strengthened by research conducted by Clarke and Mahadi (2016) which states that the effect of emotional intelligence on the exchange of leader members has a significant influence. Research by Barbruto and Burbach (2006) also states that the relationship between EI and LMX has values that has positive effect on a relationship between leaders and members in a company.

This study states that EI has significant positive effect to EE. This finding is reinforced by research conduct by Quang, et al. (2015) said that EI has a positive and significant effect on EE. Mwangi's research (2014) that EI has significant positive effect on EE. In his research, Mwangi (2014) emphasized that when a person has a high level of emotional intelligence, it will greatly impact his employee engagement at work.

This study states that EI has significant positive effect on OCB. The result is reinforced by research conducted by Tofighi, et al (2015) which states that EI has significant positive effect on OCB. Other research said that in line with this research is the research conducted by Wong et al., (2002) said that people who have high EI will be able to understand themselves and the emotions of others.

This study states that the LMX has significant positive effect on OCB. The finding is reinforced by research conducted by Anand et al. (2017) which states that LMX has a positive effect on OCB. Chow, et al. (2015) said if LMX has a positive effect on OCB. Furthermore, research conducted by Shaer (2019) stated that LMX has a positive effect on OCB. Next study conducted by Kim, et al. (2010) showed that LMX has a positive and significant effect on OCB.

This study states that EE has significant positive effect on organizational citizenship behavior. The finding is reinforced by research conducted by Rurkkhum and Bartlet (2012) which states that employee engagement has significant positive effect on OCB. Another research that supports is research conducted by Ahmed, et al (2012) which states that employee engagement has a positive and significant effect on OCB. Next, research conducted by Ariani (2013) which states that EE has significant positive effect on OCB.

This study states that leader member exchange mediates the effect of EI with OCB significantly positively. This means that when a person's emotional intelligence is stated to be high in an organization, it will create a good quality leader member exchange which indicates that the leadership and subordinates are at the LMX quality in the group, it will increase OCB in the company. The finding is strengthened by research conducted by Clarke and Mahadi (2016) which states that LMX is a mediating variable in the positive and significant influence of emotional intelligence on OCB.

This study states that employee engagement has a mediating role on effect of EI with OCB significantly positively. High emotional intelligence, namely when employees are able to recognize themselves as in terms of knowing what emotions are being felt, it will be able to increase behavior tied to their work so that they can influence the behavior of individuals in the organization to behave positively such as OCB behavior. This finding is in line with the use of the grand theory for this research model, namely the theory of social cognitive which states that a person's behavior is influenced by factors within himself and his environment.

5 Conclusion

The following conclusions from this research:

1. Results of the analysis indicate that emotional intelligence significant positive effect to the leader member exchange. That mean if the higher the emotional intelligence, the higher the quality of the member exchange leader.
2. Results of the analysis indicate that emotional intelligence significant positive effect on employee engagement. This means that the higher the emotional intelligence, the higher the employee engagement.
3. Results of the analysis show that emotional intelligence significant positive effect for organizational citizenship behavior. It means that the higher the emotional intelligence, the higher organizational citizenship behavior too.
4. Results of the analysis indicate that leader member exchange significant positive effect on organizational citizenship behavior. It means if the better of leader member exchange, the more organizational citizenship behavior will be.
5. Results of the analysis show that employee engagement significant positive effect in organizational citizenship behavior. The mean is if the better employee engagement, the more organizational citizenship behavior increases.

6. Results show that leader member exchange has a mediating role on the effect emotional intelligence on organizational citizenship behavior in significant positive way. This means that the higher the emotional intelligence, the higher the quality of the leader member exchange, if the quality of the leader member exchange is good, it will improve organizational citizenship behavior.
7. Results indicate that employee engagement has a mediating role on the effect of emotional intelligence on organizational citizenship behavior positively and significantly. That means is if the higher the emotional intelligence, the more employee engagement will increase, if the employee engagement increases, it will increase organizational citizenship behavior.

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